MyAccount – Streamlining business transactions with government

Office of the Chief Information Officer

Primary Sponsors

Department of Revenue

Office of Secretary of State

Department of Licensing

Department of Labor & Industries

Employment Security Department

Office of Regulatory Assistance

Department of Commerce

Office of the Chief Information Officer

Contents

Executive Order 12-01 (3)(c): The state's Chief Information Officer shall work with Commerce, Department of Revenue, ORA, and other executive agencies that license businesses or collect taxes and insurance premiums to review business community needs and evaluate technical options for an integrated enterprise system using a single sign-on or "MyAccount" for business interactions with state agencies. The Chief Information Officer shall collaborate with the agencies and the small businesses community to develop a high-level enterprise architecture design and implementation plan for an integrated online system by November 15, 2012.*

** Original date of September 30, 2012 was extended to November 15, 2012.*

The following action plan is fully supported by the OCIO and provides a long-range vision for creating and implementing "MyAccount," a system businesses can use to conduct all of their interactions with state government in a single, web-based location. This plan responds to the growing demand by businesses – particularly small businesses – and provides the vision, principles, and proposed recommendations and strategies to:

- enhance the state's single point-of-entry approach to Business.wa.gov and provide a more consistent, user-centered experience across agencies;
- add single sign-on (the ability to access all relevant programs and systems using one username and password) and tailored information features to improve small business interactions.

INTRODUCTION

Small businesses are the backbone of Washington's economy. Ninety-five percent of the state's employers have fewer than 50 workers. Their employees deliver everything from architectural drawings and tailoring to food service and light manufacturing. Especially in this rocky economy, simplifying processes for small businesses to register and get a license or business permit, as well as pay taxes, unemployment insurance, and workers' compensation is more than just common sense. It makes good business sense.

Unlike their larger counterparts, small business owners often take on the responsibilities to start, run, and grow a business without the same level of legal, accounting, and other assistance. Today, a business owner may be required to interact with five or more separate state agencies to open for business. This takes time, patience, and an understanding of government that business owners may simply not have.

This plan outlines a **high-level technology architecture and implementation steps** to achieve a single online place for businesses to accomplish their state (and, perhaps in the future, their local government) business in a way that is consistent and efficient for both businesses and government.

For several years, Washington state agencies have been looking for ways to improve the business customer experience. This means providing business – particularly small business – ways to complete their transactions with state government in a faster, more targeted, and more efficient way. Many (but not all) businesses share a common vision:

- They want one web-based, one-stop shop where they can sign in one time, and be presented with all their state business – licensing requirements and ability to complete the license, registration, and business permitting processes, the ability to calculate and pay their B&O taxes, L&I taxes, and ESD fees. In fact, many businesses would like to see this extended to include local government requirements as well.

- Businesses want the state to leverage existing technologies that allow for substantial personalization in much the same way online retailers personalize the shopping experience. For example, a contracting firm obtains only information relating to that industry and does not have to wade through requirements and information for, say, restaurants or technology firms.

This plan responds to Governor Gregoire's Executive Order 12-01: Regulatory Reform and Assistance to Help Small Businesses Succeed and Grow. As the name implies, this executive order directs numerous state agencies to undertake a number of actions to reduce governmental red tape and coordinate and integrate government resources and services, freeing up small businesses to focus on thriving in today's economy. In addition to directing key agencies to develop an implementation plan for MyAccount, the executive order also directs:

- *expansion of the state's Small Business Liaison Program;*
- *creation of a pilot program to streamline and reduce duplicative and conflicting requirements affecting small businesses;*
- *deployment of Lean business improvements to improve the regulatory process.*
- *improvements to the state's online resource for small business "Business.wa.gov" and more standardized user-centered approaches to providing business content across all agency business websites.*

In response to this concern, Governor Gregoire directed the state's Chief Information Officer to design a single sign-on interactive Web portal (currently referred to as MyAccount) that meets these needs. Over the past several months, the OCIO has been working with the departments of Revenue, Licensing, Labor & Industries, Employment Security, and Commerce; the Governor's Office of Regulatory Assistance; and the Office of the Secretary of State, to agree on a high-level technical architecture and an action plan for implementing the MyAccount approach.

The implementation described in this plan relies on a **phased approach**. It identifies the work that needs to be done on the MyAccount "**backbone**" and the **upgrades** and redesign work required within each key agency's technology infrastructure to allow them to connect to the backbone. Fully realizing this vision will take time, staff, and financial resources. However, the plan is designed so that **as each major milestone is achieved, businesses will see significant improvements in their state interactions.**

In addition to describing a high-level technical architecture, **this report also suggests a governance model for implementing MyAccount.** The agencies participating in this report agree that a single agency with operational responsibilities should be selected to design, build, and operate MyAccount. Provided the project is fully funded, **we recommend that the Department of Revenue lead the statewide effort to refresh and enhance the business portal and implement the statewide MyAccount solution**. It will also be important to establish a project oversight committee that includes representatives of all the key agencies involved. And finally, the agencies participating in this report recommend that an "executive sponsor" within the Governor's Office be assigned to this project to resolve roadblocks and hold the lead and other participating agencies accountable for making regular progress. The Governor's support will be key to the success of this project.

Using Lean practices, business processes must be streamlined and better integrated across agencies. Simply implementing new technologies will not solve the issues of concern to business (e.g., confusing and overly complex requirements, unpredictability in the process, and information that is difficult to understand and hard to find). Each of the participating agencies has focused on providing outstanding services to their agency's clients, with tremendous success. Two examples: The Department of Revenue offers the Business Licensing Service (BLS) which has already improved the experience of business licensing and, the Department of Labor & Industries is continuing to expand its "My L&I" Web experience for its customers. Where we have been less successful is providing seamless service across agency and government jurisdictional lines. A fully successful customer-centered approach will require technology improvements, and it will require business process improvements that use Lean principles and practices.

The Department of Commerce, with Innovate Washington, has already begun this effort by working with agencies to map some of the more common business processes, and identify bottlenecks and improvement opportunities. Each of the core agencies is already using Lean methods to eliminate waste in their own business processes. The next step is for agencies to work together to Lean the processes that cross agency lines. The end result will create efficiencies for business customers and agencies alike. Although ultimately they will reduce costs, the initial effort will likely require resources – funding to improve technology systems, and staff to improve business processes – as well as an enterprise-wide commitment to a streamlined, and customer-centered service approach.

These Lean business reengineering activities are critical to achieving the goals articulated in the Governor's Executive Order to reduce government red tape and make it easier for small businesses to conduct business with the state. Although they are beyond the scope of this report, they are a necessary element of a successful small business regulatory reform strategy.

WHAT ARE BUSINESSES ASKING FOR?

Small businesses want to reduce their cost of government regulation. They have expressed the need for an improved online experience in all of their interactions with regulating, licensing, and permitting agencies. Small business needs have been gathered through workshops, surveys and interviews. The following needs were captured through direct contact, focus groups, and other activities over the past six years starting with the Business.wa.gov project.

- **Businesses want a single place to do their business with the state.** Right now businesses may have to interact with five or more state agencies, when instead businesses want to interact with a single entity – the state. Business owners and managers frequently express frustration about agencies' inability to talk to each other and share information. Today, a business that needs to do something as simple as an address change must notify each individual agency, and will have to notify several different programs within a single agency.
- **With the single place to do business, they want single sign-on capability.** They do not want to keep multiple passwords and sign on to multiple systems to conduct their business with the state.
- They want a **simple, consistent, streamlined way to identify and apply for the licenses, permits, and registrations they need.**
- They want to receive **information that is tailored to them and their industry**. For example, the owner of a trucking business does not have the time to wade through information and regulations for CPAs, nursing homes, veterinarians or other unrelated industries.
- They want to be able **track the progress of licenses, registrations, permits, etc**. (e.g., the FedEx tracking model.)

WASHINGTON IS ALREADY A LEADER IN PROVIDING BUSINESS SERVICES

Fortunately, our efforts will not require that we start from scratch. Over the past several years, Washington agencies have taken on many agency-specific and enterprise-wide efforts designed specifically to make it easier for businesses to conduct their work with the state.

Business.wa.gov is a single-point of entry for many: Business.wa.gov is a centralized source of information for creating and operating a business in Washington. The Business.wa.gov portal has received more than 35,000 views per month since 2006. While not yet a full one-stop shop, the site provides convenient links to various licenses, registrations, and permits to help Washington business owners quickly get the information they need. Several user-friendly guides have been developed, and users can access virtually all licensing, regulatory, and tax-related state programs from this website.

One-stop Business Licensing: The state's Business Licensing Service (BLS) operated by the Department of Revenue (DOR) is already an entry point for one-stop business licensing and renewal service for some businesses. It offers access to more than 200 endorsements from 10 state agencies and 70 licenses from 55 cities, all initiated by completing the Business License Application. Twenty-five percent of the 212 Washington cities that license businesses are now part of BLS, and DOR is actively working to increase the number of state/city partnerships. As BLS continues to grow, it becomes the initial access point for many more businesses. The model has been a national and world leader for years, garnering visits from officials from other states and countries. Washington has one of the few systems in the country that allows a business to get licensed with cities at the same time it registers with state agencies. In addition, BLS offers an online Business Licensing Guide that provides customized information about their licensing requirements. This wizard-like functionality will soon be incorporated in the Business License Application process itself.

<u>Regulatory Assistance</u>: Navigating the state's regulatory environment can be daunting for a new business. The Governor's Office of Regulatory Assistance (ORA) works with the business community to understand business needs and with the regulatory agencies to improve processes for small businesses. ORA also coordinates the Small Business Liaison team comprised of representatives from 25 agencies to assist small businesses as they navigate Washington's regulatory requirements. Results include Washington's current business website Business.wa.gov, the Small Business Guide that reduced 400 pages of guidance from state agencies into a consolidated online 50 page document, and the Roadmap for Registering and Licensing a new Business in Washington.

<u>More left to do:</u> Although state agencies are making progress in putting business customers at the center of their business transaction design process, these customers do not necessarily want to worry about whether they are working with a specific agency. They want to engage the state. Achieving a single public face for all business transactions requires a much more integrated approach and redesign of our information systems.

IMPLEMENTING MYACCOUNT

Our goal is to move to the MyAccount approach. This requires at least **three major phases**:

1. Create a Web-based access point connected to a common platform or "backbone" that each of the individual program systems would hook into. Required actions:
   a. Build the backbone architecture;
   b. Reconfigure agency systems to access the backbone; and
   c. Develop a public facing website (or modify the existing Business.wa.gov website) that acts as a portal through which small businesses can access the systems with which they need to interact.
2. Many of the existing core systems are legacy systems or they need significant upgrades or complete replacement to make them more efficient and customer-oriented. Core systems include those run by the Department of Revenue (BLS, B&O Tax payment); Labor and Industries (contractor registrations); and the Employment Security Department (unemployment insurance payment).
3. Finally, once the core business-related systems are working and accessible through MyAccount, an expansion plan is required to make additional jurisdictions and business activities accessible through MyAccount.

PHASE ONE, BUILDING MYACCOUNT

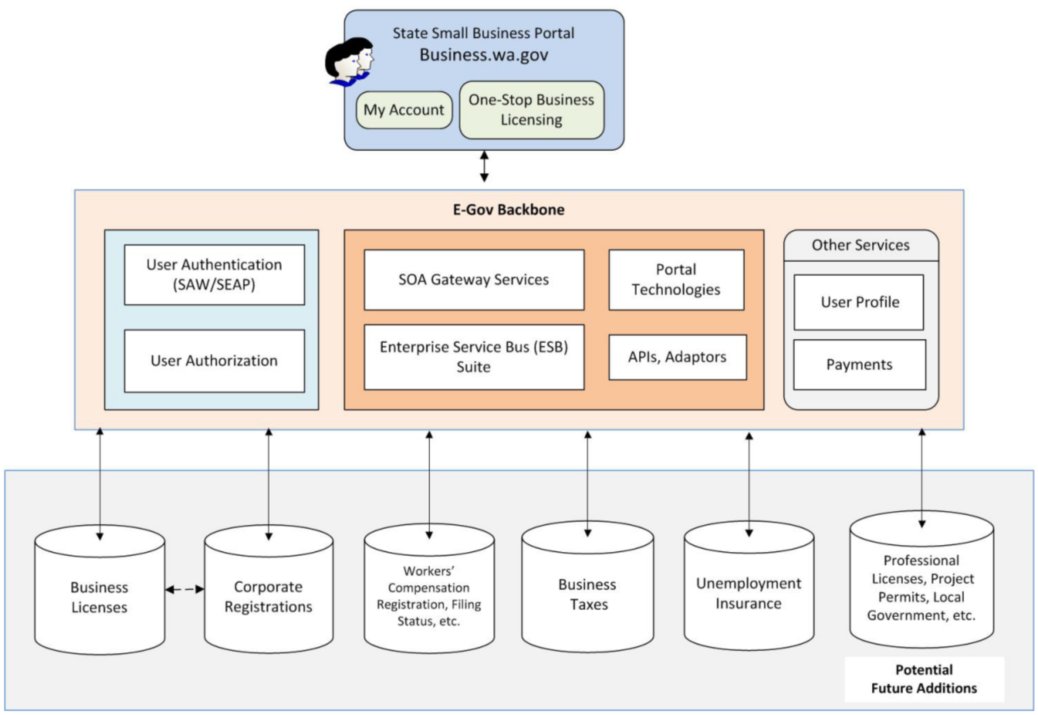
To fully realize the MyAccount vision each of the core agencies (and others as the system matures) must be able to hook into a common platform or backbone that provides the user with the single sign-on experience in such demand today. The technology architecture proposed here will help enable the "one-stop shop" experience and many self-service features small business owners envision. It will also take advantage of current and future agency backend services and systems.

Phase 1 of MyAccount implementation includes building the backbone, connecting core business systems into the backbone, and implementing a public-facing Web portal. Core business systems include:

- Business Licensing Service (DOR);
- Corporations Registration (Secretary of State);
- Business Taxes;
- Unemployment Insurance (Employment Security Department); and,
- Workers' Compensation, Registration, Filing Status, etc.

Design and Approach

The architecture is designed to provide a more consistent, seamless user experience. Enhancing the Business.wa.gov portal and connecting agency services to the portal via a shared backbone, rather than require users and agencies to connect to each site separately, achieves this.



Building the Backbone

The enterprise architecture is based on a service-oriented "hub" design versus a "point to point" approach. As such, data flows among multiple sources through a centralized model (the backbone/hub) and is delivered from the hub to various consuming applications operating in various agencies. In effect, the hub serves as a clearinghouse for data moving between combinations of sources and targets. Data may flow through the hub on a scheduled, batch basis or in a real-time and granular fashion.

Connecting Existing Systems to the Backbone

The implementation of the MyAccount backbone will run parallel to the agencies' current and proposed systems upgrades. Agencies will design systems to loosely couple with the state's backbone, so that information and data can be more easily available to the business owner and is shared across/among government agencies.

To connect with the backbone, each agency will likely have to make some modifications to their existing systems. Because several of the critical systems are currently undergoing significant modernization, it is imperative that this ability to hook into the MyAccount backbone be incorporated in the new system designs as early as possible. This will reduce the need for re-work and, more importantly, will reduce the cost of the configuration.

Creating Easy User Interactions through the Portal

The "portal" is the public-facing website that businesses can use to interact with state systems. Note: There is no plan at this time to require businesses to use MyAccount. All existing methods of working with agencies will remain in place for those businesses, particularly larger businesses and their representatives, which have the resources and interest in working with agencies individually.

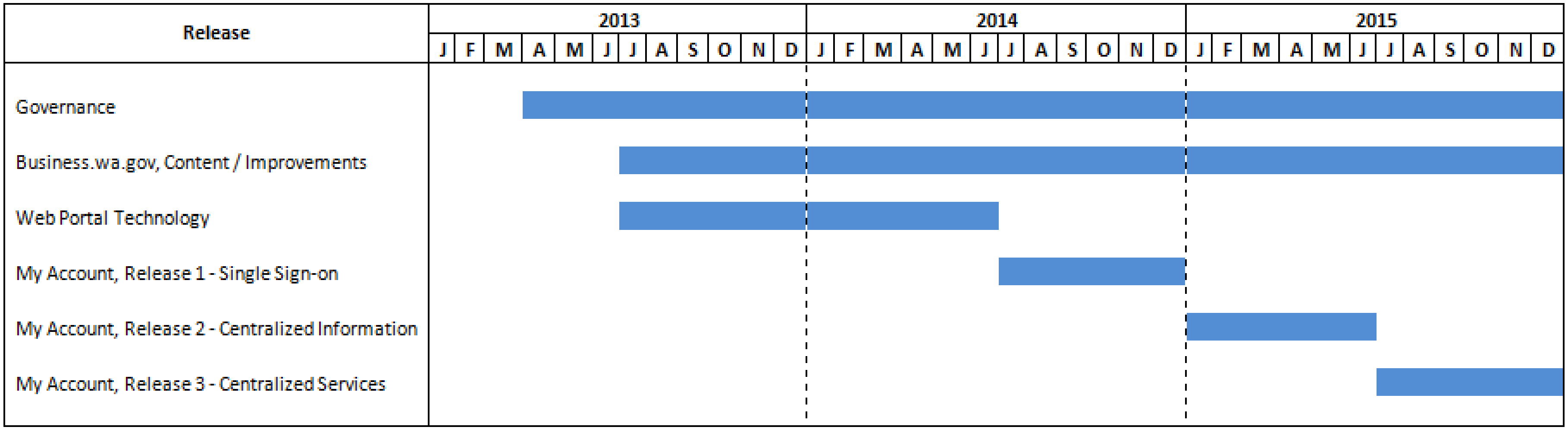
The goal is to provide businesses with the user features they have been asking for:

- Single sign-on/MyAccount – Allows business owners to login once to access various services across agencies.
- User Profile – Gives users the ability to update information once. The data is shared among participating agencies.
- Self-Service – Provides more common, user-friendly information and features.
- Consistency – Enables a more consistent, seamless user experience.
- Efficiency – Provides a more efficient way for agencies to integrate information and services needed by small businesses.
- Security – Enables better user and agency-level security for systems and data.

MyAccount Cost and Schedule ($7M - $8M, operational by December 2015)

The combined cost to build the "backbone" and the MyAccount portal is estimated to be $7M - $8M. The infrastructure for MyAccount is expected to be completed by the end of December 2014 – at that point agencies can begin connecting to it. The cost for connecting existing systems at the Department of Revenue, Department of Labor & Industries, Secretary of State, and Employment Security Department to the backbone is included in the planned upgrades for these systems. By 2015 each of these systems is expected to be capable of connecting to the backbone. By the end of December 2015, the planned MyAccount Small Business Portal would be providing a fully-integrated experience using a single sign-on and continuing to evaluate new services that can be added. Other states, such as Kentucky, are working on similar projects for comparable or even greater costs (although not an apples-to-apples comparison, Kentucky's estimate is $28M).

The chart below provides a high-level view of the work to be accomplished and the approximate timing:



The improvements each phase will provide are summarized in the following table:

Release	Timeframe	Accomplishments
Governance	Defined by June 2013 and then ongoing throughout project.	Governance, Roles and responsibilities, Steering Committee, Charter with scope, Commitment from agencies (funding and staff), Processes (work together, make decisions, manage change, etc.)
Business.wa.gov content improvements	July 2013 – On-going	Content updated, website look & feel updated using user-centered design, LEAN the processes supported by the website, add wizards and guides, merge the BLS website into business.wa.gov.
Web Portal Technology	July 2013 – June 2014	Release request for proposals (RFP) to install and configure the Web portal technology and enterprise message bus (EMB), content on business.wa.gov moved into Portal software, user authentication and authorization added, backend system-to-system authentication and authorization added, LEAN process continues, outreach to business begins, planning begins for connecting agencies to MyAccount.

MyAccount, Release 1 - Single Sign-on	July 2014 – December 2014	Release 1 of the Statewide MyAccount, includes single sign-on for businesses, navigation to/from agency websites without having to log in again, applications and secured content remain on agency sites for now, core program will take all account-related calls (password resets, etc.), revise/create contracts with all participating state agencies.
MyAccount, Release 2 - Centralized Information	January 2015 – June 2015	Secured account information presented on the centralized MyAccount (portal), business specific content may include status, receivables, credits, alerts, etc.; data will be added over time as agencies ready their systems and data to be pulled into the statewide MyAccount.
MyAccount, Release 3 - Centralized Services	July 2015 – June 2017	User and business profiles added, personalized content and/or information depending on industry, etc. (e.g. 'recommended for you'), targeted information based on business profile, centralized services like calendars, address change, contact changes, evaluate range of other services and offerings including payment processing options - note that there will be multiple services released throughout the biennium.

Governance

State agencies have been working diligently to make this vision a reality for our customers. Its success will depend on strong executive leadership from the Governor's Office and executive commitment from leaders at the departments of Revenue, Employment Security, Labor & Industries, Commerce, the Governor's Office of Regulatory Assistance and Office of the Secretary of State. In Phase One, we propose to build the first single online seamless experience for businesses that interact with these state agencies.

Currently no single agency has primary responsibility for managing an enterprise-wide project such as the implementation of MyAccount. The agencies participating in this report agree that a single agency with operational responsibilities should be selected to design, build, and operate MyAccount. The federated nature of our state agencies makes it challenging for one peer among many to take on the authority and responsibility for implementing enterprise projects. The lead agency must have the authority to make final decisions so that problems or barriers do not linger, and have the responsibility to address the vested interests of all agencies in the decision-making process. To do this successfully will require at least these two core ingredients:

- Establishing a project oversight committee that includes representatives of all the key agencies involved in the MyAccount development, implementation, and ongoing operation. This committee should establish a strong charter that includes a clear path for making decisions, resolving disputes, and ensuring that agencies on the project oversight committee are actively involved in implementation.
- The Governor's strong support and expectation that the project be implemented successfully within an aggressive but realistic timeframe. An executive sponsor within the Governor's Office can resolve roadblocks and hold accountable the lead and other agencies on the oversight committee. This sponsorship will be needed to ensure the project makes regular progress and does not derail due to differences of opinion.

MyAccount should be fully implemented by December 2015 to provide real improvement for small business and to demonstrate to the Legislature these agencies' commitment to improving the experience for businesses. The agencies participating in this report all acknowledge that this means they will need to develop a MyAccount interface on the new core systems as part of their planned upgrades.

Future phases will focus on expanding MyAccount to include local government business licensing and regulatory activities, and to include more state-level regulatory activities. The service-oriented architecture proposed in this plan is both scalable (meaning it can easily be expanded to meet increased demand) and extensible (meaning it can easily add new types of functions). Using this approach MyAccount can accommodate future services such as professional licensing, project permits, business taxes, local and federal interactions, geospatial mapping, and more.

PHASE TWO, UPGRADE / MODERNIZE EXISTING CORE SYSTEMS

Many of the existing core systems are legacy systems or they need significant upgrades or complete replacement to make them more efficient and customer-oriented. The cost estimates below show system updates that are planned to occur and vital to the success of the MyAccount initiative. Funding for these improvements is being requested through separate decision packages.

IMPROVE THE BUSINESS LICENSING SERVICE (BLS)

The replacement of BLS is expected to begin in 2013 and will take approximately three years to complete. BLS will be expanded into the **Business Licensing One-Stop** that was intended when the program began in 1977. The BLS mainframe and online systems will be replaced to allow the system to be flexible and scalable, growing with the needs and demands of business customers, state and city partners, and providing improved integration and data exchange for participating systems.

When the upgrades are completed, BLS will:

- Provide more efficient processes, freeing up businesses' time and resources.
- Offer improved user-friendly customer service for new and existing businesses. For example, each business representative will be able to log in once and access all of the information that pertains to that individual's role in the business and a wizard-based application process will guide business representatives through user-friendly screens.
- Improve accuracy and streamline the flow of business information. Business representatives currently enter information multiple times into multiple agency systems – resulting in data that may be similar, but not identical. This prevents agencies from comparing and synchronizing business information. Business information will be collected once and distributed to agencies that need it. The online, interactive system will pre-populate application data with known business data once the business representative has logged on.
- Reduce business frustration by providing an easy-to-use online system for registration and licensing. It will enable business owners to manage their accounts through business self-service capabilities, including address updates, ownership changes, license cancellations, refund inquiries, and secure email.
- Increase productivity for state agencies and businesses by modernizing agency operations, eliminating cross-agency redundant data collection, and speeding up processing. Leveraging technology to accomplish this is critical to success.

COST ESTIMATE: Approximately $6 to $7 million over the next two biennia

TIMELINE: Pre-design work currently under way; project is expected to begin in 2013 and be complete 2015/2016.

IMPROVE THE CUSTOMER EXPERIENCE FOR LABOR & INDUSTRIES BUSINESS CLIENTS

The Department of Labor & Industries (L&I) is creating an integrated online service that provides all of the information and services that each specific L&I customer needs in one place. L&I has a wide variety of customers, including workers, injured workers, medical and vocational providers, contractors and trades people, small businesses and large businesses or their representatives. By completing a series of simple online questions, L&I will allow customers to define who they are and what they need. Based on the answers, L&I will present to a customer all of the relevant information about its relationship with L&I, including:

- Relevant rule changes, rate and fee changes, and safety information;
- Customized alerts, reminders, statuses and due dates;
- Easy online access to all L&I business transactions and services;
- The ability to edit contact and account information and have that information shared across L&I programs;

- Proactive communications and marketing, ensuring that customers know there is an easy to use online option to doing business with L&I.

L&I will implement two key technologies that will set the foundation for future growth of the services and information L&I offers customers online and also prepare L&I to integrate with statewide systems.

Entity Management System: L&I will develop an entity management system that will link together all of L&I's separate program-centric databases and services so that the agency can present all of the information and all of the services that are relevant to a user based upon their profile and how they are required to or could benefit from interacting with L&I. This will also enable L&I to provide information and services for a small business through the statewide MyAccount. Many larger businesses have representatives that only deal with L&I and will continue to deal directly with the agency using L&I's online services.

User Interface Framework: L&I will acquire and install a user interface framework that will allow the agency to present all of the services and information that are relevant to a given customer. This will allow customers to log in once and see a dashboard of information and services customized specifically for them. The User Interface framework will include additional functionality to support:

1. A knowledge base, or online help system, for businesses, providers and injured workers to use to obtain answers to questions about their specific circumstances.
2. Online chat with L&I staff to provide assistance in using and navigating our online services.
3. Secure message center to enable secure online communication of confidential information with L&I staff and receiving confidential correspondence securely online.
4. Customized reminders that enable businesses, providers and injured workers to identify what information or due dates they want to be notified about and how they want to be notified (email, text message, mobile devices, and online dashboard).

The core infrastructure and staffing L&I is putting into place will allow the agency to be ready for new online services and information that cross state agencies and other jurisdictional boundaries. Some L&I customers also interact with other government agencies and want an integrated solution that is focused across government. L&I's move to implement the foundation for MyAccount will help facilitate multi-agency approaches, providing business customers what they need across government.

This effort is essential for L&I to be able to participate in the vision across state agencies to better meet the needs of small businesses to have "one online place for businesses to do what they need to do with the state of Washington in a way that is consistent and efficient for both businesses and government."

COST ESTIMATES: $6,465,000

TIMEFRAME: Project initiation 2013 / Project Completion 2015

IMPROVE "Business.wa.gov"

Business.wa.gov is a public facing website that connects the business user to various online forms, services, and information provided by multiple government agencies. Existing and prospective business owners are linked to websites developed and maintained separately by various agencies and often find it hard to navigate back to business.wa.gov to accomplish additional tasks. In addition to using different styles and technologies there is little integration among these systems so business owners are often required to provide the same information more than once to different agencies.

Maintenance and simple updates have happened since the website was built and continue today. A consolidated, online *Small Business Guide* was added to the site in June 2011 and guides the business owner through planning, starting, running, growing and closing their business (www.BizGuide.wa.gov). In April 2012, a visual *Roadmap to Register and License your Business in Washington* was created to give prospective business owners a visual stepped process to help them get started http://dor.wa.gov/Docs/Pubs/BusReg/Roadmap.pdf. Both new resources were well received by the business community.

ORA is currently working with the Department of Enterprise Services (DES) Access Washington Team to explore ways to update/refresh the existing website. The plan is to have DES transition the front page to match the chapters in the consolidated, online *Small Business Guide* using a more graphical approach with enhanced search capabilities. This change will reduce duplicate information and provide a business website similar to what other states are providing. Improving the website will provide the foundation for a true one-stop experience for businesses in the future.

COST ESTIMATE: Currently supported by Access Washington which is funded collectively by all state agencies.
TIMEFRAME: On-going

IMPROVE THE SECRETARY OF STATE'S CORPORATE REGISTRATION PROCESS

Businesses operating in the state of Washington, with the exception of sole proprietors, must register their business entity with the Secretary of State (SOS). While this process can be completed online, the registration process is not directly connected to the business licensing requirements. All too often, a business owner or representative completes the necessary paperwork for a business license and misses the SOS registration step.

The Secretary of State's Office is developing a new system that ultimately will tie to the BLS business license application. The result: Businesses will only have to log into one system to both create the business entity and apply for a business license. This two-year project requires replacement of the existing work-flow and imaging system, and better integration with BLS. When complete, the new registration system will offer many improvements for business customers.

- Reducing or eliminating duplicate UBI numbers being issued to any entity, saving both customers and state money and time.
- Reducing fines and penalties resulting from a business either getting a license or registering, but not both.
- Reduced need for staff to review hard-copy, paper-based documents, instead allowing for electronic review and approval. This will free up staff to do more direct customer service, through phone, chat, and

other electronic means, and to do more outreach and education so that businesses can do it right the first time and avoid costly rejections and re-filing of documents.
- Businesses will be able to create jobs and begin doing business earlier.

COST ESTIMATE: $2M

TIMEFRAME: Completed by end of 2014

PHASE THREE – ADDITIONAL JURISDICTIONS AND BUSINESS ACTIVITIES

After the backbone is in place, core business systems have been connected and are stable and consistently meeting business needs, we need to continue to work with small business to identify priorities for future expansion, such as:

- Incorporating more local jurisdiction business-related activities;
- Including other priority state-level business transactions, for example, professional licensing, environmental and project permitting, etc.
- Provide mobile access to all appropriate features.

CONCLUSION

Although the action items in the “future phase” segment are important, we believe that once the backbone is implemented, and necessary upgrades to existing core businesses have been completed, the business user’s experience with Washington government will be vastly improved. Implementation of MyAccount, combined with the modernization of core business systems, will be a great improvement to how business and government interact in the state of Washington.